

Baltimore City Workforce Investment Board
Youth Council

Request for Proposal
For the Selection of Vendor(s) to
Implement Entrepreneurial Projects for
The Baltimore Youth Opportunity Movement

December, 2003

Baltimore City Workforce Investment Board Youth Council
Request for Proposal

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Introduction/Statement of Intent

The mission of the Baltimore Youth Opportunity (YO) Movement is to increase the long-term employability of both in and out-of-school young people (14 to 21 years of age) living in the Empowerment Zone (EZ) of Baltimore City by creating a systemic approach to youth services, by offering a broad array of coordinated resources and activities and by helping each young person design and negotiate a career pathway to success.

Baltimore's YO System offers young people access to a wide range of educational, employment and training, recreational, health, leadership and cultural enrichment activities. Youth connect to these services through one of five ports, which are facilities anchored in the EZ communities. Two ports are full-service youth centers. The three remaining ports are community-based satellite locations with limited on-site services available. In-school services are available through FUTURES Plus, located in four city high schools (Douglass, Patterson, Southern and Southwestern).

This Request for Proposals (RFP) is issued to identify a vendor(s) to provide training in entrepreneurial career pathways--from the development of entrepreneurial soft-skills to operationalizing full-performance, profit-focused businesses, understanding that youth have entrepreneurial strengths and need support in developing all the qualities required to achieve and sustain business profitability.

It is the intention of the Baltimore City Workforce Investment Board's (BWIB) Youth Council to administer a fair and objective process to select vendors. Under the policy guidance of the BWIB Youth Council, the Mayor's Office of Employment Development (MOED), which is the administrative and fiscal agent for the YO grant will be the contracting agent in the process.

It is expected that up to \$60,000 (***NOTE – THE AMOUNT IN THE NEWSPAPER AD WAS INCORRECT***) will be made available to support this project which must include a classroom training component for approximately 20 youth. This component may cost no more than \$2,000 per participant. Upon completion of the classroom training curriculum, all participants who successfully develop a realistic business plan will be eligible to compete (either individually or in teams) for awards of up to \$10,000 to start their enterprises. It is expected that two business enterprises will be actualized.

MOED will pay an internship training-wage of \$6.10 per hour directly to all trainees for 20 to 30 hours per week for up to six weeks of the classroom training component. Participants can continue to earn their training wage for up to 6 months during the startup of their business. If needed, MOED is also prepared to provide classroom training space at the Westside Youth Opportunity Community Center located at 1510 W. Lafayette Avenue.

Specification, Evaluation and Timeline

Request for Proposal (RFP)

Grants will be competitively awarded based on the scoring of the RFP responses.

Proposal applications must be submitted and received for evaluation and rating by the BWIB Youth Council raters by January 23, 2004. Interested respondents should submit their proposals to:

Dr. Skipp Sanders, Chair
c/o Mr. Ernest F. Dorsey
Workforce Investment Board Youth Council
Mayor's Office of Employment Development
Youth Opportunity Grant
101 W. 24th Street
Baltimore, MD 21218

Notification of selection will be made on or before February 16, 2004. The vendor receiving notification of the provisional award will be required to demonstrate the fiscal and administrative capacity described in Section IV, Vendor Qualifications and Responsibilities. Additionally, prior to contract negotiations, respondents may be required to participate in a panel interview, in which representatives will be asked to provide a formal presentation, followed by a question and answer period. A contract negotiation process will be based on the YO Grant requirements and the best terms originally offered by the respondent. As a provision of an award, respondents must complete a pre-award survey, to be verified by MOED. Selected vendor should be prepared to implement the entrepreneurial project process by June 1, 2004.

Bidder's Conference

A Bidder's Conference will be held at:

Mayor's Office of Employment Development
101 W. 24th Street, Room 100
Baltimore, MD 21218
Date: December 15, 2003
Time: 2:30 p.m. (promptly)

Contact Ms. Lisa Cullings at 410-396-6722 prior to December 14, 2003 to confirm attendance at the Bidder's Conference.

Proposal Submission

Proposals must be accurate, valid and provide full disclosure of information. Proposals, which fail to follow instructions all of which are outlined in the RFP will be deemed non-responsive and will not be considered. The Baltimore City Workforce Investment Board

Youth Council will not accept any amendments, revisions or alternations after the proposal due date unless requested by the BWIB.

All clarifications or changes to submitted proposals must be in the form of a written addendum and received prior to 12:00 noon, January 23, 2004.

Typewritten proposals must include:

- a. Completed cover page (see attachment C)
- b. Written responses to Proposal Format and Evaluation Points on page 8 of the RFP (20 page maximum)
- c. Completed budget information (see attachment F and F-1)
- d. Documentation of qualifications, addendum

Send one original and five copies of the proposal to:

Dr. Skipp Sanders, Chair
c/o Mr. Ernest F. Dorsey
Baltimore Workforce Investment Board Youth Council
Mayor's Office of Employment Development
Youth Opportunity Grant
101 W. 24th Street
Baltimore, MD 21218

The required proposal document must be typewritten, double spaced, on 8.5 x 11 inch paper, with a font size of 12 points. Proposal responses to questions must be limited to 20 pages. Curriculum may be submitted as an attachment and not counted in the 20 page limit.

Any proposal submitted shall remain a valid proposal for one year after the closing date of the RFP.

RFP Inquired and Clarification Procedures

All inquires related to this RFP are to be submitted electronically to pwaddell@oedworks.com. These questions will receive a response within 72 hours via the agency's website oedworks.com. Copies of the questions and answers received will be provided to all attendees of the Bidders Conference and posted on the oedworks.com web site. No additional questions will be answered after the Bidder's Conference.

Cost of Preparing Proposals

Costs for developing and submitting the proposals are solely the responsibility of the bidder. The BWIB Youth Council will not provide reimbursement for such costs

Withdrawals

A proposal submitted prior to the due date may be withdrawn prior to that date. A written request to withdraw the proposal must be submitted electronically to pwaddell@oedworks.com.

Public Record

Bidders are advised that documents in the possession of the BWIB Youth Council are considered public record and may be subject to disclosure under the State Public Record Law.

Evaluation Process

An independent evaluation committee of the BWIB Youth Council will review and rate the proposals. A score will be assigned based on the criteria and assigned points specified in the Evaluation Criteria Section. The evaluation committee may request additional information from a bidder. The BWIB Youth Council will make the final selections.

The BWIB Youth Council reserves the right to withhold awards should there be no proposal that adequately addresses the services and outcomes requested.

Estimated Timeline

RFP available for distribution/public note posted	December 7, 2003
RFP's mailed out	December 8, 2003
Bidder's Conference	December 15, 2003
RFP applications are due to BWIB YC	January 23, 2004
Evaluation Process Completed	
Provisional Awards notification, pre-award survey, panel interview and contract negotiations begin	February 16, 2004
Letter of intent issued (<i>optional</i>)	March 16, 2004
Contract submitted for signatures	April 30, 2004
Program services begin	June 1, 2004

Other

MBE

Minority and Women's Business Opportunity Requirements Article 5, Subtitle 28 of the Baltimore City Code (2000 Edition) is incorporated into this Agreement by reference. The failure of the Subcontractor to comply with this Subtitle is a material breach of contract.

Baltimore City has an interest in and policy of encouraging the equitable utilization of minority-owned businesses and women-owned businesses. (Executive Order dated September 14, 2000.)

All selected vendors must agree to make a good faith effort to equitably utilize the services of minority business enterprises (MBEs) and women's business enterprises (WBEs). Available MBEs and WBEs are listed on the MBE/WBE Director available from the Minority and Women's Business Opportunity Office, 410.396.4355.

Independent Contractor

It is agreed by the parties that, at all times and for all purposes hereunder, the vendor is an independent contractor and not an employee of the Mayor and City Council of Baltimore. No statement contained in this Agreement shall be construed so as to find the vendor or any of its employees, contractors, servants or agents to be employees of the Mayor and City Council of Baltimore, and they shall be entitled to none of the rights, privileges or benefits of employees of the Mayor and City Council of Baltimore.

Nondiscrimination

The vendor shall not discriminate against any person based on race, creed, color, religion, national origin, sex, age, sexual orientation, marital status, or physical or mental capability in connection with the delivery of the services.

Contractor Qualifications

All organization respondents must meet the minimum levels of administrative and fiscal capacity in order to contract with the Mayor's Office of Employment Development (MOED). Therefore, all respondents must provide the following Documentation of Qualifications as an addendum to the proposal when submitted. Failure to satisfactorily provide the following documentation will result in disqualification of a proposal submitted.

Documentation of Organizational Qualifications

- Proof of Incorporation, 501 (c) (3), etc. and/or proof of being a legal entity
- Written Personnel Policies
- Written Grievance Procedures for customers/clients
- Written plan to provide ongoing Quality Assurance Process for Services
- Documentation of other funding sources supporting organization/entity
- Independent audit reports for the past two fiscal years. Include A-133 audit reports if applicable
- Documentation that there is a strong accounting system in place.
- Documentation of liability coverage through a certification of insurance for property and bodily insurance, motor vehicle (if applicable) death benefits, fidelity bonding, unemployment insurance, officers' insurance, employee dishonesty insurance and Worker's Compensation Insurance. Combined level of insurance must exceed the total award level of the grant.
- Statement that there is at least one, state-of-art computer in place, which has Internet access available for client recordkeeping and e-mail access at the vendor's administrative office.
- Demonstrate ability to collect accurate and timely outcome data which measures performance to plan.
- Statement declaring organization and facility in which the activity will operate meets the minimum Occupational Safety & Health Administration (OSHA and MOSHA), Environmental Protection Agency (EPA), American with Disabilities Act (ADA),

Equal Employment Opportunity Commission (EEOC) standards (if not using MOED classroom space.)

Documentation of Qualification Submission

Include a cover letter identifying organization and signed by an individual authorized to represent the organization to act on behalf of it and to legally bind it in all matters related to the Documentation of Qualifications.

Vendor Responsibilities

Program success is contingent upon the ability of the vendor to meet the demands of managing and administering the program's client services. Contract awarded will be based on cost reimbursement, with allowable costs limited to those that are reasonable and necessary for effectively and efficiently meeting performance goals. With advanced written approval of the BWIB Youth Council, a vendor may subcontract specific activities by following procurement procedures prescribed by the BWIB Youth Council.

Vendor responsibilities include, but are not limited to:

- Program operations and fiscal management
- Client outreach, follow-up, re-engagement, re-connection and recruitment at all YO ports
- Client tracking, documentation and case management
- Maintain a standard of at least 80% weekly client participation and retention throughout the program continuum.
- Accurate and timely reporting of required data/information to program ports and the project director
- Implementation of all applicable YOG Policies and Procedures
- Collaboration and cooperation within the YOG system, including MOED staff and the BWIB Youth Council
- Timely billing, financial/statistical and narrative reporting on program operations, outcomes and fiscal position. Timely submission/completion of monthly activity, statistical reports to the project director (or designee) as defined in the prospective contract between MOED
- Monitoring and reporting on the continuing progress of all participants and their business ventures.
- Timely oversight of any subcontractor

Program Specifications

The Target Population will be twenty (20) youth living in the EZ, who are 16 to 21 years of age, out of school and already enrolled in the Baltimore Youth Opportunity System.

Overview— Prospective vendors should plan to provide classroom and hands-on entrepreneurial training, continuous coaching and monitoring and evaluation of selected entrepreneurial projects. All proposals should include a comprehensive curriculum outline and biographical summaries or resumes of staff, certified public accountant, guest speakers and faculty.

Learning by doing should be the key feature of the project. In collaboration with participants one or two entrepreneurial ventures should be established. Participants may be creative and consider a very wide range of entrepreneurial options, such as selling personalized greetings cards; establishing a silk screening business; data-entry services; opening a disc jockey business or any venture that could be started within the constraints of the startup capital. The startup cost of the businesses should be in the range of \$5,000 to \$10,000. Profit sharing incentives should be included.

MOED will pay an internship training wage of \$6.10 for youth for up to 6 weeks of classroom instruction and up to 6 months of hands-on business implementation/a practicum. Practicum and classroom may be mixed if the curriculum warrants. At the end of this period, youth-run businesses should be able to pay participants wages or profit.

Participants should receive on-going daily mentoring and support for six month practicum experience. During this period, monthly benchmark goals should be established toward full entrepreneurial responsibility and business profitability. Based on these benchmark goals, monthly reports should be submitted to identify successes/problems in each business venture with a plan to address or respond with interventions as needed.

If the prospects for financial profitability are high, the vendor's contract may be modified for continuing entrepreneurial mentoring or consultations as needed.

Funding and Budget Guidelines

Bidders must submit a detailed line-item budget for their proposed project's period of performance, as well as the cost/price analysis. To assist with this process we have included information regarding completing cost/price analysis forms. Complete Attachment F and submit it as the final page of your proposal package. Discuss any items that need explanation.

If the bidder's agency plans to use an additional source of funding for the proposal project, bidders must submit a presentation showing the amounts and percentages of those funds being allocated to this proposal by line item.

Proposal Format and Evaluation Points

Please respond to the questions below and limit your responses to 20 pages, double spaced using a 12 point font. In addition, applicants must complete and submit the cover page and budget information.

Mandatory Elements

The bidder organization is legally permitted to operate in Maryland

The bidder organization or individuals representing the organization have no conflict of interest with regard to any other work performed by the organization for MOED

The bidder organization has a satisfactory performance level in past MOED funded projects

The bidder organization adheres to the instructions in this request for proposal on preparing and submitting the proposal.

Proposal Evaluation

The following outlines the content and point value from which each section will be rated.

1. Soft Skill Development (25 points)

Creative, experiential soft-skills development curriculum should be comprehensively outlined and include successful entrepreneurs as trainers. A comprehensive curriculum may be submitted as an attachment and should include, but not be limited to, the following:

Entrepreneurial Soft Skills Curriculum Content

- Personality qualities of successful entrepreneurs—this component should help participants conduct an internal audit to see if they have the personality characteristics required to succeed as a successful entrepreneur.
- Self-motivation techniques and perseverance—this segment should provide participants with methods of sustaining their motivation during challenging periods.
- Problem solving skills—this portion should walk participants through various problem solving methods, utilizing both business cases and participant life issues.
- Ability to persuade and motivate others—this component should focus on building strong communication skills, civility, manners and helping participants utilize their innate enthusiasm to benefit all.
- Receptivity to innovative ideas and methods—this section should focus on openness, flexibility, versatility, continuous improvement, recognition of the contributions of others. It could include portions on the “isms” (e.g. racism, sexism, heterosexuality) of our culture and how they limit the possibilities for innovation.
- Making decisions under pressure—this portion should help identify the need for action; realistic assessments of risk/benefits; recognition of opportunity; and taking responsibility for all outcomes.
- Drive for profit and achievement—this section should drive home the main point of owning a for-profit business—to make money—reminding participants that it’s not about popularity, friendship, recognition but profit and achievement.
- Ability to listen and accept feedback—this component should focus on participant emotional maturation; dropping their projections and making themselves available to hear about another’s perceptions or beliefs.
- Strong work ethics and diligence—this segment should emphasize accountability, character and morality, as well as case studies where corporate corruption was prosecuted.

2. Entrepreneurial Hard Skills (25 points)

Experiential, measurable hard skills development curriculum should be comprehensively outlined and include successful entrepreneurs, certified public accountants and lawyers as trainers. A comprehensive curriculum may be submitted as an attachment and include, but not be limited to, the following:

Entrepreneurial Hard Skills Curriculum

- Market analysis and marketing strategies—this segment should focus on identifying the need for services or product and the communication strategies used to sell.
- Developing Business Plan—this component should emphasize all the components of developing a solid business plan. Case studies, best practices and a class practicum may be used to learn these elements.
- Closing the sale—this segment should focus on all aspects of the sales process from identifying potential benefits; active listening; probing; soft sale; hard sale; and closing.
- Presentation and public speaking skills—this section should focus on all elements of delivering a strong presentation from body language to using humor; from diction to projection; mental preparation to grammar and continuing practice. Ideally video taping will be part of this training component.
- Federal, State, City legal requirements of establishing a business—this segment must include required legal aspects of opening a business and would ideally include an attorney who specialize in filing for licenses, developing charters, partnership agreements and setting up businesses.
- Bookkeeping—this portion should include cost accounting, payroll, budgeting; financial projects; profit/loss statements; cash flow projections and monitoring; and tax accounting to be taught and monitored by a certified public accountant
- Personnel management and team building—this section should include personnel laws and regulations: EEOC, OSHA, MOSHA, ADA, EPA, etc. There should also be an element which focuses on inclusion and team building.
- Administering operations—this segment should cover all aspects of administration, such as planning, meetings, reporting, managing multiple priorities, time management and recordkeeping.
- Evaluation and continuous improvement—this segment should cover effective ways of quantitatively and qualitatively evaluating profitability; productivity and efficiency.

3. Project Implementation (25 points)

The project selection process should be outlined and provide an opportunity for participants to utilize all the skills learned in classroom training. This might include an independent panel presentation (both verbal and written) with representatives from a credit union, bank, investment brokerage, capital ventures, successful small business, MOED's comptroller, etc. to review and evaluate all proposals. Their recommendations should be considered thoroughly in selecting proposals to be implemented. All projects selected for

implementation should include projected profits, defining benchmarks and provide continuing guidance and performance audits for up to six months focusing on actual and sustained profitability, including owner wages. Comprehensive job descriptions and resumes should be submitted for all staff involved in this project.

4. Evaluation (10 points)

Documentation of skills learned and entrepreneurial skills acquired for all participants. Vendor should include a sample youth-run business plan including an outline with projected profit, including wages. Vendors should include a format for reporting actual performance against benchmarks and corrective action plans, if applicable.

5. Budget (15 points)

Budget information should include a line-item budget with total costs allocations and a budget narrative, which gives a brief explanation of each budget item in the same order as the line-item budget. Include your method for estimating each line-item figure. Please include any in-kind or leveraged resources in the budget as well.

Bonus Points: (10 points)

Respondents registered with and certified by the City of Baltimore's Minority and Women Business Opportunity Office (MWBOO) and Enterprises (as defined by Article 5, subtitle 28) shall receive additional points. Proof of current and active certification must be provided as part of the proposal package.

**BALTIMORE CITY WORKFORCE INVESTMENT BOARD
YOUTH COUNCIL
REQUEST FOR PROPOSAL**

COVER PAGE

Organization: _____

Project Title: _____

Contact Person: _____

Address: _____ Zip: _____

Mailing Address (if different): _____

Phone #s: _____; _____

e-mail address: _____

Project Type: _____

Youth Participation Dates: From _____ To: _____

Request Funding Period: From _____ To: _____

Dollar Amount Requested: _____

Number of Youth Served: _____

Agree to serve out of school youth 16 to 21 years of age living in the Baltimore City Empowerment Zone.

Yes _____ No _____

I hereby declare that the information provided in this RFP response is accurate, valid and a full disclosure of requested information. I am fully authorized to represent the organization listed above to act on behalf of it and to legally bind it in all matters related to the RFP.

Signature: _____ Title: _____

Name (print): _____ Date: _____

**Baltimore City Workforce Investment Board
Youth Council
Request for Proposal**

Budget Information

Organization: _____

Project Title: _____

Funding Period: From; _____ To; _____

Cost per participant = \$ _____

Project Follow-up Costs = \$ _____

Budget Categories	Total
Personnel Expenses	\$ _____
Operating Expenses	\$ _____
Participant Expenses	\$ _____
Subcontractor (if any)	\$ _____
Total Project Budget	\$ _____

Note: You will need two copies of all budget forms.

Budget format should include the following detailed information for each line-item:

- 1) Budget Item
- 2) Description
- 3) Amount
- 4) Source of Funds (indicate leveraged resources)

